

Memorial Union (MU) Program Review

RESPONSE TO EXTERNAL REVIEW TEAM REPORT

Prepared in response to External Review visit from April 2018

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SECTION I. EXECUTIVE SUMMARY – GENERAL RESPONSE

With appreciation for the time and efforts of the external review team (chair: Jean Kim, Ed.D.; members: Edmund T. Cabellon, Ed.D. and Craig E. Slack, Ph.D.), the members of the URI Memorial Union extend our appreciation and thanks for the time spent in review of the comprehensive self-study report prior to arrival on campus, the time spent on campus speaking with members of the Memorial Union departments as well as the campus partners external to the Memorial Union and the Division of Student Affairs, and the time devoted to the compilation of the comprehensive visit report.

The insight and review provided by the team will provide the opportunity for the Memorial Union to celebrate our successes and identify those areas of challenge. This review will permit us, as an organization focused on student engagement and success, to plan for a future that fully engages our student and campus partners. To do so will endeavor the actions of the entirety of the Memorial Union team to work collectively to move the Memorial Union forward into the 21st century.

The action report that follows was developed by each functional area under the umbrella of the Memorial Union (Finance and Accounting; Memorial Union Operations; Student Involvement; Student Leadership; and, Memorial Union Administration). This document outlines each functional area's response to the recommendations identified within the report; this response includes an action plan with identified outcomes from the action plan, the time frame for beginning and completing the action plan, and which staff member(s) will be responsible for implementing and assessing the action.

SECTION II. STRENGTHS: EFFECTIVE COMPONENTS, ACCOMPLISHMENTS OF NOTE

The staff of the Memorial Union appreciates the identification that they are one of the identified strengths of the Memorial Union and the work and effort put into the self-study was of high quality.

The identification of the signature programs offered and coordinated by the Memorial Union, many of long standing, allows these successes to be highlighted beyond the walls of the Memorial Union. Identifying signature programs and services from each operational of the Memorial Union highlights the desire to have the five operating areas serve in an integrated, responsive fashion.

As the Memorial Union enters the 2018-2019 academic year, we are, collectively, preparing to welcome new students to the University through our annual First Night/First Week programs; finalize the Rhody Adventures program; ramp up to celebrate the accomplishments of our students, student organizations, and student community in the annual A. Robert Rainville Student Leadership Awards; continue to build, expand, and celebrate the history of the Center for Student Leadership Development (including programs provided at the North Woods Challenge Course, through the Leadership Institute, and coursework within the Leadership Studies Minor); as well as plan for the future of the Memorial Union through the recently completed feasibility study that will re-invigorate the current facilities within the Memorial Union bringing the Memorial Union, and the University, further into the 21st Century.

SECTION III. OPPORTUNITIES FOR GROWTH: AREAS TO IMPROVE, SUCCESSES TO BUILD ON

The Memorial Union welcomes the review and ideas that will allow us to continue to build upon our foundation and history. The comprehensive report identified areas to improve and successes to build upon.

1. Human Resource Management

RESPONSE:

With each vacancy within the professional staff, the position description is reviewed, revised, and posted, as permissible. Under the current process of position evaluation for non-professional positions, a desk audit must be conducted and evaluated before change in titling or compensation may occur.

Presently, the professional staff positional titling does not reflect national trends, in particular for the titles of Assistant Director and Coordinator across the breadth of the Memorial Union, for and in recognition of positional responsibilities.

Action Plan: Future review of a comprehensive organizational hierarchy and title of all professional positions within the administrative unit of the Memorial Union; clarity of responsibilities (eliminating confusing reporting structure, positions developed around specific skills sets of individuals) and reporting; additional training provided; and, bi-annual evaluations (as permissible) should be conducted.

Time Frame: Spring 2019 / Ongoing

Person Responsible: Director, Memorial Union – for Assistant Director level openings shall conduct the evaluation and provide the recommendation. The Director will work with Human Resources to address this need

Assistant Director (all functional areas) – Coordinator level positions shall conduct the evaluation and provide a recommendation to the Director. Jointly, the Assistant Director and Director will work with Human Resources to address this need

2. Student Engagement & Learning Areas

- *Student-Run Businesses*

RESPONSE:

Limitations in leasable space currently prohibit the expansion of student-led business initiatives. Future renovation of the Memorial Union may provide this opportunity to be further explored and potentially developed.

Action Plan: Evaluate further the opportunity for student-led business initiatives that align with the need to provide programming and function space for student organization and administrative needs without limiting access to “leasable” space to outside vendors that provide operating capital to the Memorial Union.

Time Frame: Fall 2018 / Ongoing

Person Responsible: Assistant Director, Student Involvement – to identify and codify needs for programming spaces to address the needs of recognized student organizations

Assistant Director, Memorial Union Operations – to identify and codify space availability to be further developed that may invite student-led business opportunities within the Memorial Union

- *Student Development Excellence*

RESPONSE:

The Center for Student Leadership Development (CSLD) values developmental growth opportunities for our students. The CSLD seeks to infuse best practices in inclusive leadership development into all of our programs and courses as reflected in our mission, values and all listed student learning outcomes (programmatically and academically).

Action Plan: Continue to work within the identified curriculum map, mirroring the requirements of URI’s academic programs, that demonstrates the existing, intentionality of scaffolded learning opportunities for students within the minor, associated with CSLD, and those that engage in program offerings of the CSLD through its various programs, trainings, and services.

To identify, codify, and broadly disseminate the offerings within the Leadership Minor and services offered and facilitated by the Center for Student Leadership Development.

Time Frame: Ongoing

Person Responsible: Assistant Director, Student Leadership

- **Greater Support for Recognized Student Organizations**

RESPONSE:

Under the present structure of recognition of student organizations, Student Senate does not require a member of the URI community to serve in an advisory role to student organizations; there are exceptions to this and upon the self-identified need by the student organization to have an advisor, members of the URI community are approached and, those willing, serve in the advisory role.

Action Plan: Exploration is currently underway with the Student Senate to include the requirement for a member of the University community to serve as an advisor when new student organizations become recognized (and for those that experience a lapse in recognition by Student Senate).

Time Frame: Fall 2018 / Spring 2019

Person Responsible: Director, Memorial Union, in cooperation with the leadership of Student Senate, Inc.

RESPONSE:

Fund allocation is presently under review and recommendations for changes of how student organizations, upon recognition, shall be granted funds for operation. Fund allocation is contingent upon changes on status of recognition of student organizations.

Action Plan: This process is presently under review and recommendations for changes in recognition and funding will be solidified by December 2018 for implementation of a consolidated “re-recognition and funding” process for the FY2020 by Student Senate, Inc.

Time Frame: Fall 2018 / Spring 2019

Person Responsible: Director, Memorial Union, in cooperation with the leadership of Student Senate, Inc.

RESPONSE:

The opportunity to:

1. develop administrative-led and managed funding to support the training of student organization’s leadership, separate from funding sourced from Student Senate, will be explored upon the identification of external funding sources.
2. develop administrative-led and managed funding to support individual student leadership will be explored more fully within the context of the academic minor.

The processes of training for organizational and personal leadership should be adjoined but not integrated into a single process. This separation will allow for a more fully developed and robust system that differentiates between organizational and personal leadership.

Action Plan: To review and identify funding sources outside of Student Senate, Inc., to support the two (2) outcomes identified above.

Time Frame: Ongoing

Person Responsible: Director, Memorial Union, and Assistant Director, Student Leadership

RESPONSE:

Collectively, all members of the Office of Student Involvement, work with student organizations directly.

Sheri Davis has consistent, direct contact with the student organizations and assisting/advising student organizations as they schedule their events/programs.

The Student Event Advising Office (SEA), provides direct contact and advising with the student orgs when they register their events and come to the office for advising/assistance. The Graduate Assistant and three (3) student employees in the SEA office are there on a daily basis if the students need them.

Michael Nolfé and Maureen McDermott each have specific student organizations assigned to them via their job descriptions and do work with any student organization that stops in looking for advice and assistance.

Action Plan: To continue to address the needs for program advising for all student organizations in a comprehensive, welcoming, and if needed, intrusive advising model.

Time Frame: Ongoing

Person Responsible: Assistant Director, Student Involvement and staff members of the Office of Student Involvement

RESPONSE:

From a technological standpoint, a review of services is presently underway in cooperation with Student Senate, Inc., to provide an integrated approach to student organization registration, budgeting, program development and advising, elections, recognition/re-recognition and other tasks associated with the successful operation of student organizations on campus.

Action Plan: Review technology solutions to meet the needs of current and future student organizations while maintaining ongoing in-person contact with professional staff and graduate staff in the Office of Student Involvement and Student Senate Accounting.

Time Frame: Spring 2019 / Ongoing

Person Responsible: Director, Memorial Union; Assistant Director, Student Involvement; Assistant Director, Accounting and Finance; and in cooperation with the leadership of Student Senate, Inc.

- *Advising Student Government*

RESPONSE:

With new leadership in the Director's office and the Student Senate Executive Board, direct in-roads have been made with the newly elected officers and representatives (for 2018-2019) of the Student Senate, Inc. The premise of "hands off" can, but not solely, be attributed to historical lack of attention to the overall health, well-being, and training of Student Senate and the desire by the student leadership to not be "advised" by members of the Memorial Union leadership. Efforts by the administration of the Memorial Union have been made, historically, to engage the leadership of the Student Senate but were re-buffed, at times, by the sitting leadership of the Student Senate.

From the financial perspective, the Senate Accounts clerk holds three (3) training sessions in September and October annually for Presidents and Treasurers of student organizations to explain the Finance Handbook and are regularly available for questions by student organizations. During the annual budgeting process for student organizations, and Student Senate, Inc. as a whole, members of Accounting and Finance regularly meet with the Finance chair to provide information and guidance in the process of developing and finalizing the overall budget of the Student Senate, Inc.

Action Plan: A comprehensive training is presently being developed and is scheduled to be provided (August 2018 and then annually) to the Executive Committee that will focus on issues of leadership (personal and organizational), fiscal management of funds sourced from student fees, and policy and procedures. A joint afternoon of training with the elected Senators and Executive Committee planned by the Vice President of Student Senate and the Director of the Memorial Union and will focus on understanding the role of Student Senate, group dynamics, leadership – personal and organizational, Robert's Rules of Order, and the pivotal role Student Senate can, and should, play in the welfare of the University and its student body.

Monthly mini-training sessions will be conducted by the Vice President for Student Senate in a 30-minute format prior to the first meeting of each month of the Student Senate to continue to build upon the foundation of leadership and role/purpose/scope provided during the annual August training session.

Time Frame: Fall 2018 / Ongoing

Person Responsible: Director, Memorial Union, and Vice President, Student Senate, Inc. – for leadership training

Student Senate Accounts Clerk and Chair, Finance Committee, Student Senate, Inc. – for financial training for student organizations

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- *Additional Campus Wide Programs and Activities During Weekdays and Weekends*

RESPONSE:

Presently, programming initiatives are mostly left to student organizations, including evening and weekend programming for the student body. Student Entertainment Committee (SEC) has a focus on large-scale programs. As the student body programming board, this focus has merits but additional smaller scale, ongoing series programming must be reviewed, implemented, and assessed to provide a comprehensive suite of entertainment for the student body.

Initiatives by the Office of Student Involvement are presently limited by finances of the Memorial Union (collected fees fund all office programming initiatives and operations of administrative offices within the Memorial Union).

Supplemental to programming initiatives to engaging students, and thus bring students to the Memorial Union, the services (Campus Store, Dining Services, and retail) operating within the Memorial Union must re-align operating hours to align with, and support, additional evening and weekend programming initiatives.

Action Plan: More broadly engage all student organizations to provide entertainment and programs hosted within the Memorial Union and begin to explore co-sponsorship with University units external to the Memorial Union.

Work jointly with Campus Store, Dining Services, and others to provide operating hours more broadly to engage students in the Memorial Union.

Time Frame: December 2018 / Ongoing

Person Responsible: Assistant Director, Student Involvement – to engage with student organizations to host events and programs in the Memorial Union

Assistant Director, Memorial Union Operations – to work directly with Campus Store, Dining Services and others to broaden operating hours of store fronts/services

3. Financial Management

RESPONSE:

Clarity of the roles of fund sources and fund management within the Finance and Accounting Office must be further explained for clarity within this report.

The Finance and Accounting Office manages fund sources for both the Memorial Union Fee and the Student Activity Tax (which are two (2) separate and distinct fee funds and do not overlap in either income or expenditure) and do not share common accounts.

Action Plan: Memorial Union:

The Memorial Union transitioned from an independent fiscal operator (for purchasing only) to an integrated fiscal operator of the University. This transition was begun in May 2018 with implementation and compliance with University purchasing and fund expenditures policies and procedures effective July 2018. Transitional challenges are expected and staff are working to integrate the Memorial Union operations under the University financial management model.

For purchasing, even with operating an in-house system previously, the Office Accounting and Finance (and thus the Memorial Union) always followed URI guidelines and procedures. The Controller's Office has always generated the check of the Memorial Union. The University budget process and payroll systems have always been utilized by the Memorial Union. Internal procedures are annually reviewed or updated if a process changes.

Student Senate, Inc.

Student Senate, Inc. (for expenditure of the Student Activity Tax) follows established University accounting processes but does maintain a separate purchasing office, also in alignment with University practices.

Student Senate, Inc., for all financial processes adheres to the University guidelines.

Time Frame: Memorial Union – Completed July 2018

Student Senate Inc. – Ongoing

Person Responsible: Memorial Union – Assistant Director, Accounting and Finance, and members of the Office of Accounting and Finance
Student Senate, Inc. – Student Senate Accounting Clerk and Assistant Director, Accounting and Finance

4. Innovative Practices Listed in Self-Study

RESPONSE:

Building upon pre-existing initiatives, the Memorial Union continues to assess national trends, activities, and principles to update, modify, and apply standards of practice across all areas of operation. Published outcomes, in alignment with standards of practice, will be provided visually on the Memorial Union's website as a means of providing clarity in the assessment of metrics.

Action Plan: To review and identify trends affecting the operation and services of the Memorial Union (Accounting and Finance; Memorial Union Operations; Student Involvement; and, Student Leadership) and implement appropriate and timely innovations and progressions to regularly operations.

Time Frame: Ongoing

Person Responsible: Memorial Union Leadership Team

5. Student Support and Services to URI

RESPONSE:

Developmental plans for renovation and expansion of the Memorial Union were being developed concurrently with this external review. A final document on renovation and expansion has been approved as of this date (Summer 2018).

Updates will be provided on an ongoing basis upon approval by appropriate University and State review groups.

During the varied phases of renovation and construction, support for students, and collectively student organizations, will be attended to so that needs and services are provided without interruption, although accommodations may be needed.

Action Plan: Publish Memorial Union Feasibility Report and collect feedback to inform Design Study.

Time Frame: Ongoing

Person Responsible: Memorial Union Leadership Team

SECTION IV. CENTER FOR STUDENT LEADERSHIP DEVELOPMENT

The Center for Student Leadership Development has chosen to provide some clarifying statements in response to this section to provide a broader and deeper understanding the role the CSLD serves on campus including history of the minor in Leadership Studies.

Issues:

- Operational demands tend to outweigh opportunities to focus on curriculum and learning strategies within programs. This dynamic seems particularly salient in the context of growth and expansion considerations (without a corresponding growth of staffing resources). One Coordinator commented that the staff seemingly work well together, but often concentrate on their individual programs rather than on shared curricular intersections. This comment reflected the time and energy Coordinators must devote to program logistics rather than on cultivating intersectionality, congruence, or sequencing along a clarified curricular path.

Clarifying statement:

The curriculum of the minor in Leadership Studies has been approved by the URI Faculty Senate since 1997 and the program is supported by the URI faculty and administration members who make up the Leadership Studies Advisory Committee (LSAC). The scope of the External Review was not designed to include a full review of the academic curriculum of the minor in Leadership Studies as this is approved through URI processes outside of the MU.

- Mission drift and/or lack of focus spawned confusion, stress, and limited bandwidth for the staff in the Center. Tension can occur when attempting to discern what programs and activities need to be or can be terminated. The metaphor of pruning a tree represents the need to curtail certain activities to promote growth in other areas. Finally, much of the dynamics associated with capacity issues appear to be related to a cultural expectation to do more to help maintain the reputation of the Center.

Clarifying statement:

The mission of the CSLD was revised in 2015 and seeks to accomplish a broad and important leadership and learning legacy at URI. With the development of the newly created Division of Student Affairs Strategic Plan, anticipated in May 2019, the CSLD will map its multiple programs and services and align our work to meet the priorities of the Division as a whole while continuing to offer excellence in our academic, co-curricular and experiential programs as expected by our campus and community partners.

Offerings are assessed on an annual or semester basis via the CampusLabs IDEA class evaluation process, the General Education course evaluation process, and by CSLD internal evaluation measures (program evaluations, training evaluations, graduate research on learning outcomes, CAS Self-Assessments) and partnered research (with URI faculty that resulted in publications and in the 2015 Multi-Institutional Study of Leadership to have nationally benchmarked comparison data regarding our performance and student learning for our campus).

- The brand of the Center clouded what is the essential value of the Center as both a student development and academic enterprise. Brand is the expression of identity that communicates the key characteristics, values, and/or attributes of what the Center is and is not.
- From the outset, it was evident that clarification and prioritization was needed to help synthesize and focus energy, while staff members voiced concern about the threat of more work. There were consistent questions about the need to identify the Center's unique role as one of the few Centers at the University and its purpose in advancing a campus (both Academic and Student Affairs) conversation on the role student leadership education plays and shared efforts that might warrant exploration. The Center seems best positioned to lead those campus conversations.

Clarifying statement:

With the support of the Leadership Studies Advisory Committee and in conjunction with the guiding principles set forth in URI's Academic Plan and the pending Division of Student Affairs Strategic Plan, the CSLD will clarify its place in the campus community and seek out methods to best market these services and partnerships to enhance campus knowledge about the mission and scope of the CSLD's work.

- The future of the Center needs to be more clearly aligned with the advancement of the field of Leadership Education and the discipline of Leadership Studies. As students learn about the Center by communicating the

purposeful intersections between co-curricular (Institute and Certificate programs) and academic leadership offerings, they can evolve their leadership identity in relationship to their personal, professional and civic lives beyond their time at URI.

Clarifying statement:

Students of the academic minor articulate the integration of their learning and the development of their knowledge over time, in introductory and selected elective classes, and ultimately via three (3) key culminating assignments in HDF 492, the final required Portfolio course of the minor in Leadership Studies. Assessed by section instructors via shared and tested rubrics, students are able to demonstrate their learning in the context of their personal leadership development, knowledge of leadership theory, inclusive leadership practices, organizational and interpersonal leadership skills, and application of critical thinking based on the identified learning outcomes for the minor and specific course goals.

On the co-curricular front, student learning is assessed. The strategic goals of the CSLD's efforts, can be reviewed in partnership with the Office of Student Involvement, to best support campus leaders.

- The Center seems to hold partnerships in two ways: 1) within the Memorial Union and 2) certain faculty at URI. Partners and stakeholders within the Student Affairs Division and across campus consistently expressed a desire and willingness to enhance current collaborations with the Center. It is assumed that many of the existing relationships and partnerships for the Center originated with a clear intention and shared purpose; however, over time those partnerships are now at risk of falling into habituation – sometimes reflected by the notion of doing things because “that’s the way we’ve always done it.” This habituation seems most at risk in the context of the Center’s relationship with their community of faculty that give advice, support and academic grounding to the curricular program.

Clarifying statement:

The CSLD, has been housed in the Memorial Union since its development due to financial support through auxiliary funding/student fee monies, and is a partner to all offices of the Memorial Union and the Division of Student Affairs, along with numerous other campus and community stakeholders.

In relation to academic partnerships, the CSLD’s primary partners are the members of the Leadership Advisory Committee (LSAC) and their respective departments as noted in the University catalog, and the resulting faculty, research and interdisciplinary instructional partnerships that have been developed over the past 20 years as the minor has grown. Academic courses offered within the Leadership Studies minor that are delivered by course instructors are monitored by the LSAC and within the department where courses are offered to ensure that all academic policies and procedures are followed. All core Leadership Studies minor courses have been approved through Faculty Senate and two (2) courses, HDF 412 and HDF 414 were recently reappraised as general education offerings.

Recommendations:

1. Clarify the Center’s unique role within the Student Affairs Division and celebrate both the developmental and academic synergy of the Center. Consider better positioning the Center as a Student Affairs Department with direct lines to the Associate Vice President for Student Affairs to advance the academic work.
2. Revisit the partnerships with the Leadership Development Minor as a priority not only for the Center staff, but for faculty and ultimately the Division as well.

RESPONSE (1 and 2):

The CSLD, with the support of the leadership of the Division of Student Affairs and the Leadership Studies Advisory Committee (LSAC) will work to further align its mission, vision and goals with that of the Division’s newly developing Strategic Plan and the university’s existing Academic Plan by summer of 2019.

Action Plan: Structurally, this suggested change in reporting lines is viable if supported at the Vice President for Student Affairs’ level.

Time Frame: August 2019

Person Responsible: Assistant Director, Student Leadership; Vice President for Student Affairs; and, Director, Memorial Union

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3. Reconsider the way URI represents the Leadership Minor in relationship to the larger field. As an example, public information about the leadership minor states “we are among only a handful of colleges and universities across the country that offers a Minor in Leadership Studies and one that is customized for each student”. This may have been accurate at the time of the Minor’s conception; however, it is no longer representative of the state of leadership education today.

The field of Leadership Education and the discipline of Leadership Studies has seen significant development of curricular leadership programs emerge over the past decade. It is more common to have academic leadership programs within multiple colleges and schools such as engineering, public policy, and education along with multi-disciplinary programs residing in broader academic homes such as Undergraduate Studies and Letters and Sciences.

RESPONSE:

The CSLD, with the support of the leadership of the Division of Student Affairs and the Leadership Studies Advisory Committee (LSAC) will work to develop and implement revised market strategies that align its mission, vision and goals with that of the Division’s newly developing Strategic Plan and the university’s existing Academic Plan by December 2019.

The CSLD, with support from the Division of Student Affairs, would like to continue to serve as the campus hub for the distribution of access codes for Gallup Clifton Strengths-Finder inventory in partnership with University College/Center for Career and Experiential Education.

UC/Career is currently developing a plan to offer staff training to ensure that all Career staff and CSLD team members are certified/recertified as Gallup coaches to provide this inventory and advising feedback to students as a primary advising and leadership development tool. Financial support, approximately \$6,000/year is needed in order to provide 500 access codes to interested parties on campus.

Action Plan: (3.1) Finalize and implement marketing plan in alignment with Division’s Strategic Plan and University’s Academic Plan.

(3.2) Identify and secure funding source to permit CSLD to serve as the distribution hub for access codes for Gallup Clifton Strengths-Finder program; develop fee structure for costs associated with distribution of codes; implement fee-based distribution system.

Time Frame: (3.1) December 2018 (staff training)

(3.2) January 2019 (access codes available)

Person Responsible: Assistant Director, Student Leadership; Vice President for Student Affairs; and, Director, Memorial Union

4. Rethink the desired faculty relationship for the Center through mining the campus for a new generation of faculty that ground their academic work in themes of leadership. Embracing the Inter Association Leadership Education Collaborative guiding document for the Field of Leadership Education called “Collaborative Priorities and Critical Considerations for Leadership Education” could serve as a framework for a campus wide dialogue on the future of leadership education at URI.

RESPONSE:

In partnership with the Leadership Studies Advisory Committee, the leadership of the CSLD and the Division of Student Affairs will seek to convene new and existing partners in leadership education for the fall of 2018. Opportunities exist in highlighting a variety of new courses and the newly restructured general education program at URI that allows greater flexibility for all students to participate in minor courses and expanded co-curricular offerings recently approved as general education offerings.

Action Plan: (4.1) Semi-annual and/or annual reports with visual representations of current faculty partnerships can be marketed to the URI community to better showcase these existing, long-term and successful partnerships in addition to what is already detailed in the university catalogue.

(4.2) In addition, support the development of the LSAC during its fall 2018 meeting to expand the scope of its work as a communication and best practice resource for those teaching and developing programs grounded in the discipline of leadership education. Work with established

campus experts such as the Center for Teaching Excellence, to offer this campus think tank opportunity.

Time Frame: (4.1) December 2018
(4.2) August 2019

Person Responsible: Assistant Director, Student Leadership; Vice President for Student Affairs; and, Director, Memorial Union

5. Leverage Center's untapped potential with its division and engage campus partners. An example is examining how the Center intersects with the work of the Multicultural Center, Feinstein Center for Service Learning and Civic Engagement, and Center for Career and Experiential Education.

RESPONSE:

Semi-annual and/or annual reports with visual representations of current partnerships can be marketed to the URI community to better showcase these existing, long-term and successful partnerships (inclusive of those listed above as well as several others campus departments and academic relationships).

Action Plan: Prepare, print, and distribute materials identified.

Time Frame: August 2019

Person Responsible: Assistant Director, Student Leadership, and members of the Center for Student Leadership Development

6. Assume the role as convener of campus leadership educators to explicitly explore mutually beneficial outcomes. Leadership education is no longer bound by a department or academic lens but seen rather through a trans-disciplinary and campus wide lens which is not home to only one office or center.

RESPONSE:

In partnership with the Leadership Studies Advisory Committee, the leadership of the CSLD and the Division of Student Affairs will seek to convene new and existing partners in leadership education for the fall of 2018. Opportunities exist in highlighting a variety of new courses and the newly restructured general education program at URI that allows greater flexibility for all students to participate in minor courses and expanded co-curricular.

Action Plan: Prepare and share the draft map of curricular and co-curricular learning outcomes (pending review of the LSAC) for distribution and presentation.

Time Frame: August 2019

Person Responsible: Assistant Director, Student Leadership, and members of the Center for Student Leadership Development

7. Rekindle existing and establish new faculty partners to position the Center's academic program for its future. These conversations should be convened by the Vice President for Student Affairs to mitigate power dynamics and establish the Student Affairs Division as legitimate academic partners in concert with their traditional role of student development work with students.

RESPONSE:

In partnership with the Leadership Studies Advisory Committee, the leadership of the CSLD and the Division of Student Affairs will seek to convene new and existing partners in leadership education for the fall of 2018. Opportunities exist in highlighting a variety of new courses and the newly restructured general education program at URI that allows greater flexibility for all students to participate in minor courses and expanded co-curricular.

Action Plan: Prepare and share the draft map of curricular and co-curricular learning outcomes (pending review of the LSAC) for distribution and presentation.

Our co-curricular partners, particularly those in the Office of Student Involvement, also have a key role in the success of training and supporting student leaders and will be engaged in the conversation, trainings, and presentations.

Time Frame: August 2019

Person Responsible: Assistant Director, Student Leadership, and members of the Center for Student Leadership Development

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8. Identify new forms of revenue such as offering classes during summer and winter sessions as a possible revenue stream for the Center.

RESPONSE:

(8.1) Based on the priorities set forth in the new strategic plan for the Division of Student Affairs, the CSLD will move to develop a J-Term offering related to service-learning and/or global leadership for academic/internship credit. However, the current focus is on self-sustaining funding to support existing initiatives.

(8.2) Develop a proposal for multiple Leadership Institutes for first-year students entering the university (possibly transfers) and ensure that the pricing is cost neutral and/or ideally revenue producing over time.

(8.3) When staff is Gallup recertified/certified, offer Strengths-coaching to the URI community for a fee (see #9 for details).

Action Plan: (8.1) Begin work to develop a strategic funding model to seek and secure additional staff or faculty support to teach new classes (approximately \$3000 each for faculty members/semester if released from their departments) to support this initiative as it does not exist at this time.
(8.2) Begin cost outline and seek funding support to address costs of institute needs.
(8.3) Certify staff by Gallup; develop fee structure for trainings; implement fee-based coaching model.

Time Frame: August 2019

Person Responsible: Assistant Director, Student Leadership, and Director, Memorial Union

9. Consider charging a consulting fee to student groups for consultation work with corporate sponsorship for student leadership conferences, institutes and certificate programs.

RESPONSE:

Similar to the existing fees for the use of the North Woods Challenge Course, the CSLD has drafted a leadership program fee/consulting fee for review. Fees to users would go into effect for August 2018 to support student leader and student organization training support utilized at the discretion of the CSLD.

Action Plan: Implement fee structure upon approval.

Time Frame: August 2018

Person Responsible: Assistant Director, Student Leadership, and Director, Memorial Union

SECTION V. OFFICE OF FINANCIAL AND ACCOUNTING

Issues:

- The MU staff accounting and cash practices need to be reviewed and updated.
- The MU staff have a sense of freedom (being independent of URI's overall business function) that needs to be addressed, in order to evolve the operation.
- The MU cash accountability measures need to be reviewed.
- Management of the Student Activity Fee (Tax) by the Student Senate seemed quite hands-off by the Memorial Union Director, in his role as Advisor. Additionally, the high fund-balance gave the team pause.
- The centralization of all fees (including those collected from the Leadership Education areas) going into the general Memorial Union budget.

Recommendations:

1. Centralize all financial and accounting practices with the University for consistency and equity.

RESPONSE:

The Office of Accounting and Finance has always followed University prescribed processes for all accounting procedures including travel, budget, P-Card, accounting, deposits made through University accepted bank, payments made through Controller's office, inventory maintained through the University, petty cash, year-end processes.

Transition to the University purchasing system was initiated in January 2018 and completed by July 2018.

Action Plan: Implement training for all staff members for compliance with University established policies and procedures related to financial and accounting practices.

Time Frame: Complete – As of July 1, 2018, the Memorial Union is using the state purchasing system

Person Responsible: Assistant Director, Accounting and Finance, and members of the Office of Accounting and Finance

2. Complete an external audit of all financial and accounting practices.

RESPONSE:

Annual audit of the financial and accounting practices, as well as accounting, of the Memorial Union is done by the University's retained auditor and Accounting and Finance is in compliance.

The Student Senate has an independent audit done every year. The audit firm also prepares tax forms and submits to the IRS. This report also becomes part of the University's year end audit.

The University prepares yearend financial reports. MU follows all practices and procedures established by the Controller's and Budget offices.

Action Plan: Continue to have the annual audit conducted as per requirement.

Time Frame: Annual – completed

Person Responsible: Assistant Director, Accounting and Finance, and members of the Office of Accounting and Finance

3. Create a stronger accountability and verification process for all cash and fundraising operations.

RESPONSE:

For Student Senate related activities:

The daily cash process is tightly controlled with one person counting and a second person verifies before going to the bank. Bank statements are reconciled monthly. Ticket sales from the Box Office and Ryan center have processes in place to verify tickets to cash.

Fundraising comes from various activities. Money collected via checks/credit cards through telethons (WRIU) which is overseen by a full-time staff member. Fundraising at a booth or at the event is more fluid. Also, on-line fundraising needs to be tightened and better controlled.

Action Plan: Work with Student Senate leadership to develop more concrete policies and verification. Decide on the proper mechanism and controls for on line fundraising.

Time Frame: Fall 2018 to update policies and implement appropriate changes in a timely fashion.

Person Responsible: Assistant Director, Accounting and Finance; Student Senate Accounts Clerk; Student Senate, Inc. leadership; and, Director, Memorial Union

4. Focus on the creation and dissemination of financial planning, policies, and procedures that will build transparency and trust in the Department.

RESPONSE:

Student Senate, Inc. is presently in the annual review of policies and procedures for student organizations

Action Plan: The process of review of the Student Senate, Inc., Finance Handbook, upon approval of Student Senate, Inc., will be placed on regular schedule that will have the Financial Handbook reviewed once every three (3) years as part of the overall policy and procedure review being established for Student Senate, Inc. (Year One: constitution and by-law review, amendment, and implementation; Year Two: Financial Handbook policy and procedure review, amendment, and implementation; Year Three: student organization recognition and re-recognition policy and procedure review, amendment and implementation).

Time Frame: Fall 2018 / Spring 2019 / Ongoing

Person Responsible: Assistant Director, Accounting and Finance; Student Senate Accounts Clerk; Student Senate, Inc. leadership; and, Director, Memorial Union

5. Rewrite the Senate Finance Handbook to include clearer funding guidelines, rubrics and reporting expectations.

RESPONSE:

Student Senate, Inc. is presently in the annual review of policies and procedures for student organizations.

Action Plan: Work with the Finance Committee Chair of Student Senate, Inc. and committee, in cooperation with Memorial Union administrators, to review, amend, and align practices and policies.
Work with Student Organization Advisory and Review Committee (SOARC) of Student Senate, Inc., to look review recognition process and funding recommendations for Student Senate, Inc., recognized student organizations in relation to current determination of funded/unfunded status.

Time Frame: Spring 2019

Person Responsible: Assistant Director, Accounting and Finance; Student Senate Accounts Clerk; Student Senate, Inc. leadership; and, Director, Memorial Union

6. Allocate 5-10% of the Student Activity Tax Fund Balance to the Memorial Union staff as programming funding grant dollars that anyone could apply for. A cross divisional committee should oversee the process and awarding of these grant dollars that should have high assessment and data reporting expectations associated with it.

RESPONSE:

Currently reallocation of fees collected on behalf of the Student Senate, Inc. must be presented in referenda for approval of the student body.

Action Plan: Begin conversation with Student Senate, Inc., regarding this recommendation and actions they wish to undertake.

Time Frame: Spring 2019

Person Responsible: Assistant Director, Accounting and Finance; Student Senate, Inc. leadership; and, Director, Memorial Union

7. Allow the Center for Student Leadership to utilize all the fees they collect from their area instead of redistributing it to the Memorial Union areas.

RESPONSE:

CSLD currently uses its fees for operating North Woods Challenge Course, training materials, and special programs. Their current expenses are over \$500K with income generation of \$40K. The additional money comes from the general operating budget of Memorial Union (fees collected from fee paying students). The initial budget is a "guideline" for spending, not a guarantee of money. This applies to all departments across the Memorial Union.

Action Plan: Work with the CSLD to seek opportunities to increase income from both the North Woods Challenge Course and trainings provided to outside organizations.

Time Frame: Ongoing for seeking additional income generating opportunities.

Person Responsible: Assistant Director, Leadership Development

8. Have dining services complete their own cash boxes and deposits each night.

RESPONSE:

This recommendation will be explored, and if applicable and desirable, be implemented.

Action Plan: Work with the new Dining Director to pay for services; Dining Services presently does not have the staff for secure storage of cash boxes or cash counting.

Time Frame: Spring 2019

Person Responsible: Assistant Director, Accounting and Finance; Assistant Business Management Officer, Accounting and Finance, and, Director, Memorial Union

9. Partner with appropriate faculty and add learning outcomes for all job descriptions, develop matrices for measuring learning, and sharing the data with the Memorial Union and the Division.

RESPONSE:

A review of current position descriptions will be conducted by hiring offices and updates to position descriptions shall be made, as appropriate, annually for student employees by the hiring office.

Action Plan: Identified learning outcomes for student employees will be crafted and/or reviewed and implemented as appropriate.

Time Frame: Spring 2019 for Fall 2019 hires

Person Responsible: Hiring Supervisors for each department

10. Consider centralizing ALL auxiliaries' Finance and Accounting staff, including the Memorial Union, into one business office (Finance, Accounting, HR, Marketing, etc.) for efficiencies.

RESPONSE:

This is a topic that has been discussed for 30 years. Each auxiliary area has specific needs beyond basic accounting.

Action Plan: Presently due to reporting organization, staffing levels, union affiliations, and auxiliary statuses of various operational units within Student Affairs, this recommendation cannot be implemented. This is not an advisable recommendation to follow.

Time Frame: This recommendation will be not implemented

Person Responsible: Not applicable

SECTION VI. MEMORIAL UNION OPERATIONS

Issues:

- In a time of fiscal and human resource scarcity, the Operations Staff for the Memorial Building seems too large for its current roles and responsibilities.
- Space allocation, organization, and management of existing space are problematic.
- Vendor relationships were in flux or strained.
- Internal perspectives and attitudes about the Memorial Union's role did not match external/community perspectives and attitudes.

Recommendations:

1. Expand the responsibilities of the Operations Staff to include support of other adjacent buildings or reallocate staff to other areas within the Division of Student Affairs that need additional staff support. Utilize ACUI's Benchmarking tools to move this forward with some comparison data: <https://www.acui.org/benchmarking>. It should not take 18 professional staff to make the building look good.

RESPONSE:

Use of benchmarking is beneficial in the development phase of the operation of a new facility or during state layoffs. The complex history of the Memorial Union, under the constraint of unionized personnel, precludes changes, without difficulty, to the present staff profile. Upon departures, retirements, or bidding-out of personnel, staffing levels are assessed and appropriate changes are implemented.

Current staffing model for the operations area, specifically in the custodial staff, is directly responsive to the fact that the custodial staff does set-ups and breakdowns for all events in the Memorial Union, general cleaning of the facility, as well as grounds maintenance.

Action Plan: Conduct an ongoing comprehensive staffing review of the four areas in Memorial Union Operations: Maintenance, Custodial, Technology, Operational Services.

Time Frame: Fall 2018 – Early steps are now being taken for Memorial Union Custodial that presently has two (2) full-time staff vacancies.

Ongoing – With each staff departure, an area-specific review will be conducted.

Person Responsible: Assistant Director, Memorial Union Operations; the corresponding Area Heads; and, Director, Memorial Union

2. Move Parking lot oversight responsibilities to the Transportation and Parking Office.

RESPONSE:

This would be recommended to be done; not sure if it will be accomplishable.

Action Plan: Develop multiple approaches to lot management that would be tenable/appealing for Parking Services to absorb. A successful approach would include near-certainty of generating significant additional income for that department (such as collections from metered spaces or booth collections, etc.).

Time Frame: Fall 2018 / Spring 2019 – Exploration of alternative approaches to be conducted and developed.

Person Responsible: Assistant Director, Memorial Union Operations; Operations Services Coordinator, Memorial Union Operations; and, subsequently, administrative staff of Parking Services

3. Move the IT (and Communication) function to the Vice President for Student Affairs Office as a Divisional function and not solely for the Memorial Union.

RESPONSE:

Presently IT needs for the Memorial Union are substantial and re-allocation of personnel concerning. Divisional needs of IT support must be further explored in cooperation with other units presently having IT staffing and responsibilities. This is not an advisable recommendation to follow.

Action Plan: Support the formation of an “IT Task Force” for the Division of Student Affairs, comprised of all professional Information Technologists throughout the division with the aim to foster collaboration and information sharing, as well as to develop IT proposals and recommendation for the Division as a whole. Immediate participants would come from the four Student Affairs auxiliaries: Memorial Union, Campus Store (via RamTech), Dining Services, and Housing Services.

Time Frame: Fall 2018 / Spring 2019

Person Responsible: Information Technologist, Memorial Union Operations, and the IT leads of the three (3) other auxiliaries

4. Give the building back to the students by moving all Administrative Offices (except for the Operations, Finance/Accounting, Student Involvement, and Student Leadership functions) out of the Memorial Union.

RESPONSE:

Present institutional allocation of available space does not permit this to occur. Although this is a worthy goal in principle, at least in the near term, it is probably an unattainable one until viable space alternatives are identified for our “administrative neighbors.”

Further discussions should be fostered during these early, pliable stages of the Memorial Union design study.

Action Plan: Foster review of this recommendation amongst existing building stakeholders.

Time Frame: Spring 2018 / Ongoing

Person Responsible: Assistant Director, Memorial Union Operations; Operations Services Coordinator, Memorial Union Operations; and, identified administrative stakeholders in the Memorial Union

5. Reorganize spaces by floor for greater synergy. For example, third floor for Student Senate and Student Organizations, second floor for Student Run businesses, dining, and some Memorial Union staff; first floor for Disability Services and general gathering and meeting spaces, and the ground floor Memorial Union Staff and some vendor partners.

RESPONSE:

This recommendation is identified as a high priority as the Memorial Union looks toward to a major renovation. Under the construct of the renovation proposal, the program study has indicated this as a priority.

Action Plan: This will not be accomplished until the successful completion of the renovation and expansion of the Memorial Union that will encourage active and ongoing participation in all aspects of the design study for the Memorial Union with particular focus on creating optimal “flow of user space” throughout the building.

Time Frame: Fall 2018 – dissemination of feasibility study
To Be Determined – design study

Person Responsible: Director, Memorial Union; Assistant Director, Accounting and Finance; Assistant Director, Memorial Union Operations; Assistant Director, Student Leadership; Assistant Director, Student Involvement; working units under the Memorial Union; institutional partners (Dining Services, Campus Store, Housing and Residence Life, and others); and, Campus Planning

6. Create a fair and equitable process for space allocation, including representation from Memorial Union staff, student organization leaders, and Division of Student Affairs staff (for external perspectives).

RESPONSE:

A reconstituted space allocation process for the Memorial Union shall be developed and implemented.

Action Plan: Space allocation process for student organizations is overseen by a committee comprised of members of Student Senate, Building Operations, and Memorial Union staff. The process for 2018-19 was reviewed and clarity in application process, requirements, and priority were established and shared to student organizations in April 2018. Space allocation process is currently on hold until August 2018.

The recommendation that allocation of student organization space (transition in assigned space, if applicable), not occur until after re-recognition process by Student Senate (for 2019-

20 academic year); Student Senate will be moving to a consolidated financial and re-recognition process for 2019-20 in spring 2019 and thus the space allocation process will align with this change.

Time Frame:

Fall 2018 – reallocation of space under current parameters

Spring 2019 – implementation of revised space allocation process in alignment with Student Senate consolidated financial and re-recognition process.

Person Responsible:

Director, Memorial Union; Assistant Director, Memorial Union Operations, and members of the Memorial Union Space Allocation Committee

SECTION VII. OFFICE OF STUDENT INVOLVEMENT

Issues:

- The Student Involvement staff and students that the ERT met with expressed conflict over the programmatic model that should undergird the social and cultural offerings at URI. The major theme of dissensions centered on staff driven programs versus a student center program model through SEC. The tension seemed to go deeper within the staff concerning the frequency and scale of program offerings.
- The MU staff and students crave to be known as “The Place to Go.” However, attention must be given to a more robust set of programming and a clarification in the staff mindset of their roles as an office and as individual staff in order for the MU to become the “Center of Campus Life” and the place that campus entities come to co-create and deliver student focused programs.
- The ERT identified through conversations with many MU staff, students and external stakeholders that there was the lack of staff, financial, and technological support for student organization success.
- The virtual platform being used through the Student Involvement Office to support student organizations was viewed as antiquated and not reflective of the 21 century 24/7 learning environment that the MU seeks to achieve.
- Space continually came up as a limitation in many and varied context. The Student Involvement Office is not conducive to providing student organizations a place to coexist with in a community environment, with technology, small group meeting areas, evident storage for group supplies, and marketing support, where all groups are welcome beyond the few that have dedicated offices.
- As mentioned the scope of this review was not on renovation topics though it was clear that the MU in its current configuration and future design discussions is still lacking in programming space to accommodate large scale and small intimate program offerings with the technology support to advance a breadth of social and cultural offerings.

Recommendations:

1. Check in with the *Council for the Advancement of Standards (CAS) Campus Activities Programs* professional standards as a tool to administer an office audit and strategic directions plan to advance the staff and office towards the achievement of a 21st Century 24/7 learning environment for students.

RESPONSE:

Office of Student Involvement, along with all Memorial Union offices went through the CAS standards review in 2013 with a report submitted to the Vice President for Student Affairs and updated the review in 2016/2017 for the external review.

Action Plan: Review prior reports, adjust operations as needed upon review, and document changes implemented.

Time Frame: Summer 2019

Person Responsible: Assistant Director, Student Involvement, and members of the Office of Student Involvement

2. Provide student organizations a place to coexist with in a community environment with the most cutting edge technology and marketing/design software, small group meeting areas, evident storage for group supplies, and marketing support.

RESPONSE:

The Office of Student Involvement will continue to seek ways to incorporate spaces for students to meet and work together in collaborative manner.

Action Plan: With the transition of Admissions, for four purposes, out of the Memorial Union, the current space plan is to install a cooperative location for students (and student organizations) to share technology and informal meeting space to collaborate. The cost of this undertaking will be carried by the Memorial Union.

Time Frame: Spring 2019

Person Responsible: Assistant Director, Student Involvement; Coordinator, Conferences, Events Services, and Marketing (Student Involvement); Information Technologist (Operations); and, Coordinator, Memorial Union Operations and Event Support Services (Operations)

3. Collaborate with colleagues and departments across the campus to intentionally promote student learning, development, persistence and success by requiring all student organizations to have faculty or staff advisors.

RESPONSE:

As the process for recognition of new student organizations moves forward, collaborate with Student Senate to require advisors going forward and to work with existing student organizations to have them adopt the model of having an advisor.

Action Plan: This initiative is presently under recommendation from the Memorial Union to Student Senate for newly recognized (and those student organizations with lapsed recognition) for implementation during 2018-19.

Time Frame: Fall 2018 / Ongoing

Person Responsible: Assistant Director, Student Involvement; members of the Office of Student Involvement; and, Director, Memorial Union

4. Establish a student organization advisor virtual resource center and training program to equip advisors with the skills, knowledge and supporting resources to effectively mentor student leaders and participants within the student organization system.

RESPONSE:

The opportunity to move to a digital environment has merit. This must be done without the loss of personal contact between staff and students.

Action Plan: Research institutions that have similar programs, determine best practices, and develop a branded system for URI.

Time Frame: Fall 2019

Person Responsible: Assistant Director, Student Involvement, and members of the Office of Student Involvement

5. Engage University risk management, legal, academic, Student Government and Student Affairs staff in the design of a plan and justification for the implementation of comprehensive student organization advising model at URI.

RESPONSE:

Review of best practices in regards in advisement of student organizations so that a reduction in risk and increase in safety of students is of importance.

Action Plan: Review other institutional practices and processes to develop a model for use at URI. Engage organization leadership, including Student Senate, Inc., in a conversation, and subsequent trainings and transitions, of the importance the role advising serves in the reduction of risk, attendance to legal issues, and safety of students to mitigate risk.

Time Frame: Summer 2019

Person Responsible: Assistant Director, Student Involvement, and members of the Office of Student Involvement

6. Identify a set of student learning/skill outcomes that will guide their educational practice with all students engaged in the student organization system.

RESPONSE:

Building upon the social construct of participation in student organizations and to more deeply engage students in the fiber of the University, identified learning outcomes assist in the development of programs and activities for the student body that build upon the experiences gained through involvement.

Action Plan: Review similar programs at other institutions and bring forth best practices – tailored as needed – to URI.

Time Frame: Fall 2019

Person Responsible: Assistant Director, Student Involvement, and members of the Office of Student Involvement

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7. Work with institutional and Student Affairs assessment professionals in the creation of a comprehensive assessment plan with established success metrics and methods for disseminating examples of evidence based practice.

RESPONSE:

Once Recommendation 6 is established, use that as a springboard to see what and how we want to assess what our student leaders are gaining from their experiences from being involved.

Action Plan: Seek and gain funding to support the purchase of a web-based application (CampusLabs by choice) that will provide ongoing data and information for use and assessment to inform practice in terms of students' involvement, and experiences.

Time Frame: Ongoing with initial process taking place Spring 2020

Person Responsible: Assistant Director, Student Involvement; members of the Office of Student Involvement; and other offices of the Memorial Union as needed

8. Collaborate with the Center for Student Leadership Development in the design of curriculum and program offerings to intentionally advance student's organizational leadership skills within a developmental and sequenced framework grounded in identified learning and skill outcomes.

RESPONSE:

The inaugural SOUL Summit (Spring 2018), sponsored by CSLD and Office of Student Involvement, served as the stepping stone for this type of annual training.

Action Plan: Discussion has begun on how to extend this type of training for student leaders involved in the student organizations.

Time Frame: Ongoing

Person Responsible: Assistant Director, Student Involvement, and members of the Center for Student Leadership Development

9. Evaluate the established office programming model from the lens of, are we a student and/or staff driven program unit, do we subscribe to a delivery practice of advancing large scale programs and/or 24/7 programming efforts?

RESPONSE:

Student organizations program with their approved budgets from Student Senate. The Office of Student Involvement cosponsors opening week (First Night/First Week) and limited individual programs during the semester and at semester end. The Office of Student Involvement believes that a combination of student organization driven programs, supplemented by office sponsored programs, is the programming model appropriate for URI.

Present funding model does not provide the level of funding necessary to program more broadly than is presently being provided by the Office.

The Office of Student Involvement has held conversations about late night/weekend programs, has done research on other institutions and their efforts, and, until consistent funding, and increased funding, is secured an expanded programming model cannot be further developed or implemented.

Student Entertainment Committee is charged with the provision of large scale programs and is funded by Student Senate, Inc. to provide programs in this model.

Action Plan: Continue to explore alternative funding sources to expand, support, and further develop programming sponsored by the Office of Student Involvement in conjunction, and cooperation, with recognized student organizations.

Time Frame: Ongoing

Person Responsible: Assistant Director, Student Involvement; Coordinator, Student Involvement; student leadership of Student Entertainment Committee; and others offices of the Memorial Union as needed

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10. Advance a campus social climate study focusing on student's social norms, leisure activity interests, program delivery methods and frequency and timing of program offerings as a guide in the design of a program model for the Office.

RESPONSE:

The CSLD was a member of the Multi-Institutional Study of Leadership study in 2015 and the University has data from the NSSE study that can be sourced for information to seek student review of co-curricular life.

Action Plan: Review data from prior surveys and develop response based upon data.

Time Frame: Spring 2019

Person Responsible: Assistant Director, Student Involvement, and members of the Center for Student Leadership Development

11. Review the Office's campus brand and gage faculty, staff and students understanding of the office, its resources and offerings for the campus community.

RESPONSE:

Determine way to seek input from campus community on perception of the Office of Student Involvement including reputation and knowledge of services provided to student organizations and the University.

Action Plan: Develop survey tool to disseminate; review data from survey; develop action plan in response to data to tell the story of the Office of Student Involvement.

Time Frame: Ongoing

Person Responsible: Assistant Director, Student Involvement, and members of the Office of Student Involvement

12. Evaluate the organizational structure of the Memorial Union and reporting line of Office of the Student Involvement with the Vice President for Student Affairs and leadership team. The Division and campus community may be better served with a new reporting structure, as recommended in Section VIII.

RESPONSE:

This is viable with direction from the Vice President for Student Affairs.

As a functional unit, it is not unusual to have the Office of Student Involvement as a separate entity from the student center.

If this transition were to occur, a discussion would need to happen in terms of financial support for the Office as it relates to salaries, program funding and other financial needs the Office (Rainville Awards, First Night/First Week programming, study break programming and more), location of offices and other needs and details.

A review of the Scheduling and Information Desk area, as this component of the Office of Student Involvement, was not really addressed in this recommendation. The Scheduling and Information Desk has components within its operation –scheduling, Information Desk, marketing/social media, conferences in the building, daily interaction with students planning programs and events and the video walls – that would need to be aligned to continue the effectiveness and continuation of operations.

Clarifying statement:

The Office of Student Involvement presently incorporates two areas not clearly identified within the report: Scheduling and Marketing. Both these operational areas support the operation of the Memorial Union, engagement with student organizations, and the broader University. The staff members within these areas have extensive background in support of operations, programs, marketing, communications, and scheduling of a multi-purpose facility.

The marketing area has overall responsibility for the digital signage system used within the Memorial Union and in the broad implementation of this technology across the campus. Although in use at many other institutions, this was an innovation for the Memorial Union and for the University that was quickly adapted within many new and renovated spaces on campus as means to communicate with students, provide information to the public, and to highlight upcoming programs and events.

Action Plan: Review recommendation within the context of reorganization without interrupting services, programs, and operations of areas current under the supervision of the Office of Student Involvement.

Time Frame: Summer 2019

Person Responsible: Assistant Director, Student Involvement; Vice President for Student Affairs; and, Director, Memorial Union

13. Transition the advisement of the Student Senate to the Assistant Director, Student Involvement to emphasize the relationship between the student organization system, social life of the students and focus and expertise of the offices student group advising model.

Along with that shift there should be a dotted line supervisory relationship between the Assistant Director, Student Involvement and Student Senate Accounts Clerk to realize efficacies in the student organization financial system administration between and among the student organization system, Student Senate and the Student Involvement Office.

RESPONSE:

This would require a change in the job description for the Assistant Director Student Involvement and a review of the financial compensation for those additional duties and responsibilities as well as additional staff reporting to the position

Action Plan: Begin evaluation process and develop plan, as determined and appropriate.

Time Frame: Summer 2019 (to coincide with new report structure, if that were to happen) / Ongoing

Person Responsible: Assistant Director, Student Involvement; Vice President for Student Affairs; and, Director, Memorial Union

SECTION VIII. ORGANIZATIONAL STRUCTURE, STAFFING, AND PROFESSIONAL DEVELOPMENT

A. Organizational structure:

Recommendations:

1. For the Division of Student Affairs:

- Create a Student Engagement (or Success or Retention) Portfolio under Dr. Lori Ciccomascolo by moving the Center for Student Leadership Development and the Office of Student Involvement to her supervision. This would elevate these two (2) areas as Divisional Departments, outside of the MU, with a focus on student success, retention, and or overall success. We believe that programming efforts from both of these departments would be cross-divisional whenever available. While physically these areas would still remain in the MU, their reporting line to the Associate Vice President would energize and broaden their perspective.

RESPONSE:

This recommendation is outside of the scope of the external review.

Feedback for the two areas identified include the following:

The CSLD would like to see a strategic plan that allows our work to be a part of the larger efforts to support student success and engagement. Structurally, a stronger link to academic affairs via an Associate Vice President report or new structure within the Division of Student Affairs, would also benefit the future of the Leadership Studies minor.

The Office of Student Involvement identified that Associate Vice President Ciccomascolo's title has Student Success in it and this type of reorganization has been discussed in the past, though this is more outside the line of what has been previously discussed. If this area is truly going to focus on student success, then certainly CSLD and Office of Student Involvement could be a part of that plan.

Action Plan: No action at this time

Time Frame: Not applicable

Person Responsible: Vice President for Student Affairs

- Move Mr. Vik Patel, Information Technologist out of the Memorial Union and into the Vice President's Office to help lead technology and marketing efforts across the entire division. This role is an important one as the Division evolves under Dr. Collins' leadership.

RESPONSE:

Presently IT needs for the Memorial Union are substantial and re-allocation of personnel concerning Divisional needs of IT support must be further explored in cooperation with other units presently having IT staffing and responsibilities.

Action Plan: This is not an advisable recommendation to follow. No action at this time.

Time Frame: Not applicable

Person Responsible: Director, Memorial Union, Assistant Director, Memorial Union Operations

- Move the following Auxiliaries under the Memorial Union Director: Conferences and Special Programs, Campus Store, and Dining Services to strengthen the Memorial Union's position as the URI leader in management and growth of revenue coming into the University. This would also create natural partnerships between the remaining MU Units (Finance and Accounting and Union Operations), which may, over time, merge with various functions of the Auxiliaries moving to the MU for efficiency purposes. Other than the Housing area, the Memorial Union could create this as a clear pathway to reinvent itself.

RESPONSE:

Re-alignment of reporting and financial operations must be clarified with this recommendation.

Action Plan: Moving Campus Store under the direction of the Memorial Union will be explored and, as appropriate, changed for reporting and operational purposes.

Dining Services (clarity is just the operations within the Memorial Union, not inclusive of all Dining Services operations) to that of a tenant relationship is presently in process. The operation of the tenant Dunkin Donuts is to be transferred to tenant relationship with the Memorial Union during Fall 2018. Other Dining Services operations will transition to tenant relationship upon completion of the renovation of the Memorial Union.

Other tenant relationships (Mailroom – under Housing and Residence Life; ID Office – under Dining Services) will be reviewed and further developed; this relationship may result in lease agreements and financial compensation for spaces being used.

Time Frame: Transition of oversight of the Campus Store – Spring 2019
 Transition of Dining Service to tenant status – Fall 2024
 Transition of other tenant relationships (Mailroom and ID Office) to tenant status – Fall 2018 / Spring 2019

Person Responsible: Vice President for Student Affairs, Director, Memorial Union, Director, Dining Services, Director Campus Store, Assistant Vice President and Director, Housing and Residence Life

2. For the Memorial Union:

- Institute monthly MU wide staff meetings as listening sessions and to encourage cross-functional collaboration.

RESPONSE:

Prior to this recommendation, after a year review, a new meeting plan is prepared for implementation in Fall 2018 that will provide access to the Director from various working groups in the Memorial Union: Assistant Director group; direct reports to Assistant Director group; and, all staff. Schedule of meetings will be disseminated at August 2018 All Staff Meeting.

Action Plan: Share new meeting schedule with all staff members at August 2018 All Staff Meeting

Time Frame: Fall 2018

Person Responsible: Director, Memorial Union

- Assess staffing levels based on industry standards (CAS, ACUI) of various functions.

RESPONSE:

Staffing levels are determined by availability of FTE that is presently established.

Action Plan: Re-allocation of FTE positions is reviewed upon openings through transfer, retirement, or departure.

Time Frame: Ongoing

Person Responsible: Memorial Union Leadership Team

- Update all job descriptions to reflect current responsibilities, with HR and Union leadership.

RESPONSE:

Position descriptions are developed at the State level and individual deviation from pre-existing position descriptions is not permissible for other than professional (PSA) level staff.

Action Plan: Exploration of “working title” versus position title needs to be conducted.

Time Frame: Ongoing

Person Responsible: Memorial Union Leadership Team

B. Professional Development and Employee Training

Recommendations:

1. Clarify job expectations by setting annual goals for staff and implement performance review process to ensure proper development and accountability.

RESPONSE:

Annual goals for staff, if not already implemented, shall be crafted and implemented.

Action Plan: The establishment of annual goals for professional staff positions (Assistant Directors, Coordinators, and leads in Maintenance and Custodial) will be developed, reviewed, and responded to annually.

Assistant Directors shall, in cooperation with Director, work to create, disseminate, and collect annual goals for identified leads in each functional area and to create review and evaluation process for annual process.

Director will develop, with Assistant Directors, annual goals and reporting materials.

Time Frame: Spring 2019 / Ongoing

Person Responsible: Memorial Union Leadership Team

2. Require participation and provide training in the areas of assessment, diversity and cultural competencies, Title IX, emergency protocols, and student organization advising by utilizing training programs available through URI, Division of Student Affairs, and MU created. Develop MU wide student employee training program delivered at least annually and require participation as a condition of student employment.

RESPONSE:

For professional staff:

Participation in University provided and professional association provided trainings, seminars, and conferences is supported by the Memorial Union for all staff members but may be limited due to financial costs.

For student staff:

Prior to this recommendation, consolidated training for student employees hired prior to May of the prior academic year was planned and will be implemented for Fall 2018 with components of training shared by various operational units (customer services, room requests/reservations, event registration, etc.). Specific duties requiring training by distinct areas will be provided for student employees (opening and closing the of the Memorial Union for Building Managers; ticket sales for Box Office staff; cash handling and reconciliation for Accounting and Finance, etc.).

Ongoing hiring, as a priority, has been determined to provide employment opportunities for new students, and, in for some areas, requires ongoing training efforts.

Action Plan: For professional staff:

Specialized trainings will be further identified and developed and provided to all staff members beginning Spring 2019.

For student staff:

Consolidated training offerings will be provided for Fall 2018 and in an ongoing basis.

Time Frame: Fall 2018 / Spring 2019 / Ongoing

Person Responsible: Memorial Union Leadership Team

SECTION IX. STRATEGIC DIRECTION FOR THE MEMORIAL UNION

Recommendations:

- A. Comprise and charge the MU strategic planning team.

RESPONSE:

Section IX, Recommendation B must be implemented prior to Section IX, Recommendation A.

Action Plan: After the implementation of a strategic planning retreat, a planning team will be identified and charged with the development of a strategic plan for the Memorial Union.

Time Frame: Fall 2019

Person Responsible: Director, Memorial Union

- B. Begin the strategic planning process with a planning retreat.

RESPONSE:

Upon completion of the external review, the need to develop a retreat, focused not solely on strategic planning, was identified and will be implemented for various staffing levels within the Memorial Union.

Presently the Division of Student Affairs is facilitating a strategic planning committee that will provide direction divisionally and the Memorial Union has staff representation on the committee.

Action Plan: The work of the committee will be used to inform the Memorial Union's strategic planning initiatives.

Time Frame: Spring 2019 / Summer 2019

Person Responsible: Memorial Union Leadership Team

- C. Consider changing the name of the department from the Rhode Island Memorial Union to Rhode Island Memorial Student Union.

RESPONSE:

The name is established in response to the service of individuals who served and fought in the United States military:

*"In honor of alumni and students who fought for their country
and as a living memorial to who died in its service, this
building is presented to the University of Rhode Island, with
humility and gratitude by alumni, students, faculty and friends."*

November 13, 1954

and the name shall remain as such.

Action Plan: No action shall be taken on this recommendation

Time Frame: Not applicable

Person Responsible: Director, Memorial Union

- D. Keep the location of programs Center for Student Leadership Development and Office of Student Involvement in the MU building even though the program supervision may be changed as recommended.

RESPONSE:

With recommendation for change in reporting, location of said offices may be re-located for ease of supervision, with visibility to students and student organizations and will additionally involve changes in funding allocation sourcing due to no longer being under an auxiliary services operation – this applies to salaries, benefits, programming funds, professional development funds among other expenses. Relocation will probably not occur until such time as the Memorial Union completes the anticipated renovation and expansion of the building.

Action Plan: Exploration of realignment for reporting and funding shall be undertaken upon review and approval of the Vice President for Student Affairs.

Time Frame: Fall 2023

Person Responsible: Vice President for Student Affairs and Director, Memorial Union

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- E. Explore the feasibility of moving out administrative offices of Dean of Students and Division of Student Affairs from the MU to create more space for student use.

RESPONSE:

Change in location of said offices, with high probability, will not occur until such time as space on campus is found and renovated for accessibility and is outside of the jurisdiction of the Memorial Union.

Action Plan: Review recommendation and, if upon identification of alternative space, prepare plan for relocations.

Time Frame: Spring 2019 / Ongoing

Person Responsible: Vice President for Student Affairs; Dean of Students; and, Director, Memorial Union

- F. Move the Disability Services from the third floor to the first floor to improve access.

RESPONSE:

Explorations of alternative locations will be explored including change to another facility. Alternative space within the Memorial Union is presently not available.

Action Plan: Review recommendation and, if upon identification of alternative space, prepare plan for relocations.

Time Frame: Spring 2019 / Ongoing

Person Responsible: Vice President for Student Affairs; Dean of Students; and, Director, Memorial Union

- G. Create a new dedicated faculty lounge space in the MU where faculty can meet up with students individually and/or in small groups.

RESPONSE:

As noted under Section VII, Recommendations, with the transition of Admissions, for four purposes out of the Memorial Union, the current space plan is to install a cooperative location for students (and student organizations) to share technology and informal meeting space to collaborate. The cost of this undertaking will be carried by the Memorial Union.

Action Plan: Work with Campus Planning to design this location.
Work with Memorial Union Accounting and Finance and Student Senate, Inc. to identify funding resources.

Time Frame: Fall 2018 – Planning
Summer 2019 – Implementation

Person Responsible: Director, Memorial Union; Assistant Director, Memorial Union Operations; Assistant Director, Accounting and Finance; Coordinator, Memorial Union Conferences, Event Services, and Marketing; and, Student Senate, Inc. leadership

- H. Add to existing Dunkin Donuts, to Create a food court in the Rams Den with national chains such as Subway, Panera Bread, Panda Express, Sbarro, Jamba Juice, Chopt, and others rather than using the dining services outlet currently there.

RESPONSE:

Increases in tenant operations affiliated with Dining Services is being explored in concert with the planned renovation and expansion of the Memorial Union (scheduled for renovation in 2021).

Action Plan: Upon approval of renovation plans, work with Dining Services, Campus Store, and other tenants to address dining/food service opportunities.

Time Frame: Ongoing

Person Responsible: Director, Memorial Union; Director, Dining Services; and, Director, Campus Store

CLOSING STATEMENT

In closing, the External Review program highlighted areas within the Memorial Union operations that were both successful and in need of attention. The intended outcome of this response is to provide guidance to and attention from the entirety of the Memorial Union in support of student engagement, learning, success, and satisfaction.